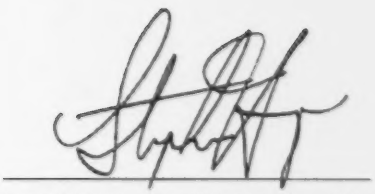
Privy Council Office

2008-2009

Report on Plans and Priorities



The Right Honourable Stephen Harper
Prime Minister of Canada

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Section I – Overview

Prime Minister's Message

In the October 2007 Speech from the Throne, the Government committed to strong leadership and to work with Canadians to continue building a better Canada by focusing on five clear priorities:

- Strengthening Canada's sovereignty and place in the world through a northern strategy, efforts to rebuild the Canadian Forces, and actions to ensure the effectiveness of Canada's activities in Afghanistan;
- Building a stronger federation by taking measures to respect the constitutional jurisdiction of the different orders of government and strengthening our economic union;
- Providing effective economic leadership by taking steps to strengthen our infrastructure, standing up for Canada's traditional industries, continuing to invest in our families, and helping those seeking to break free from the cycles of homelessness and poverty;
- Continuing to tackle crime through the Safer Communities Strategy, implementing the National Anti-Drug Strategy, committing resources to recruit 2,500 more officers to police our streets, and developing a statement on national security; and
- Improving our environment by reducing greenhouse gas emissions, introducing the first-ever national air pollution regulations, and taking measures to strengthen food and product safety.

Building on our achievements to date, this agenda will allow us to work with Canadians to strengthen our federation, enhance our economic prosperity, secure our international leadership and make our communities safer.

The dedicated public servants who make up the Privy Council Office play a critical role in supporting the Government in implementing this agenda and responding to issues as they arise. The Government will continue to rely on their competence, expertise and non-partisan advice.

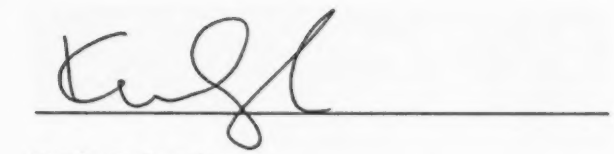
I am pleased to present the 2008-2009 Report on Plans and Priorities for the Privy Council Office. The plans outlined in this report, when fully implemented, will assist the Government in achieving the goals for the country in the coming years. Additionally, I am pleased to present the Report on Plans and Priorities for 2008-2009 for the Public Appointments Commission Secretariat, included in this document.

Management Representation Statement

I submit for tabling in Parliament, the 2008-2009 Report on Plans and Priorities (RPP) for the Privy Council Office.

This document has been prepared based on the reporting principles contained in the *Guide for the Preparation of Part III of the 2008–2009 Estimates: Reports on Plans and Priorities and Departmental Performance Reports*:

- It adheres to the specific reporting requirements outlined in the Treasury Board of Canada Secretariat guidance;
- It is based on the department's Strategic Outcome and Program Activity Architecture that were approved by the Treasury Board;
- It presents consistent, comprehensive, balanced and reliable information;
- It provides a basis of accountability for the results achieved with the resources and authorities entrusted to it; and
- It reports finances based on approved planned spending numbers from the Treasury Board of Canada Secretariat.



Kevin G. Lynch
Clerk of the Privy Council and Secretary to the Cabinet

Raison D'être

The mandate of the Privy Council Office (PCO) is to serve Canada and Canadians by providing the best professional, non-partisan advice and support to the Prime Minister, the ministers within the Prime Minister's portfolio and the Cabinet. PCO supports the development of the Government's policy agenda; coordinates responses to issues facing the Government and the country; and supports the effective operation of Cabinet. As the head of the Public Service, the Clerk of the Privy Council and Secretary to the Cabinet serves as the principal link between the Prime Minister and the Public Service.

Organizational Information

The Privy Council Office reports directly to the Prime Minister and is headed by the Clerk of the Privy Council and Secretary to the Cabinet.

The Prime Minister's overall responsibility is to provide leadership to create and sustain the unity of the Ministry required to maintain the confidence of Parliament. The Prime Minister demonstrates this leadership in two distinct ways:

- through the exercise of unique authorities as head of government; and
- through the management and coordination of the Government's agenda, as Chair of Cabinet.

The core functions of the Clerk of the Privy Council and Secretary to the Cabinet and those of the entire PCO flow directly from these responsibilities. The strength of PCO is in large measure determined by its ability to concentrate its resources on supporting exclusively these two central responsibilities, in addition to helping the Clerk of the Privy Council and Secretary to the Cabinet fulfill his role as head of the Public Service.

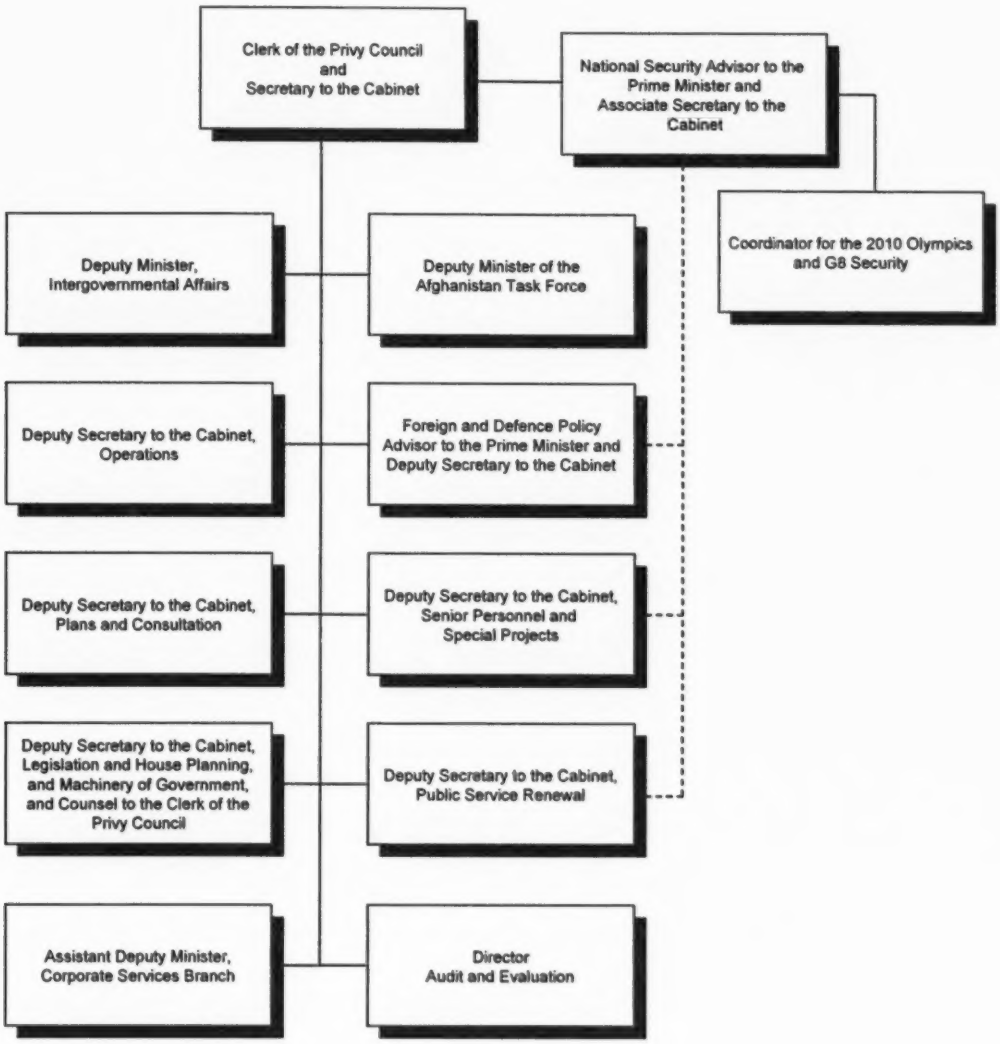
PCO contributes significantly to the implementation of a clearly articulated agenda of Government policy, coordinates timely responses to issues facing the Government and the country, and supports the effective operation of the Cabinet and the government. PCO works to maintain the highest professional and ethical standards in the federal Public Service and to ensure that the Prime Minister and ministers within the Prime Minister's portfolio receive the best quality, consistent, appropriate and non-partisan policy and legal advice, and objective recommendations.

The main roles of PCO are to:

- provide professional, non-partisan advice to the Prime Minister and other ministers in the Prime Minister's portfolio, and to Cabinet, on questions of national, intergovernmental and international importance;
- manage the Cabinet's decision-making system by challenging and coordinating departmental policy, legislative and communications proposals, conducting policy, legal, legislative and communications analysis, and providing secretariat services to the Cabinet and Cabinet committees;
- provide advice on the appropriate structure and organization of the government and its entities;
- advance the development of the Government's agenda across federal departments and agencies and with external stakeholders;
- help foster a high-performing and accountable Public Service for the 21st century;
- manage the appointment process for senior positions in federal departments, Crown corporations and agencies; and
- provide administrative support to the Prime Minister's Office, ministers' offices within the Prime Minister's portfolio, commissions of inquiry, task forces and other independent bodies considering matters associated with good governance in Canada.

PCO Organizational Chart

The PCO organization chart is shown below. Further information on the roles and functions of PCO are available on the PCO website at www.pco-bcp.gc.ca


Clerk of the Privy Council and Secretary to the Cabinet
National Security Advisor to the Prime Minister and Associate Secretary to the Cabinet
Coordinator for the 2010 Olympics and G8 Security
Deputy Minister, Intergovernmental Affairs
Deputy Minister of the Afghanistan Task Force
Deputy Secretary to the Cabinet, Operations
Foreign and Defence Policy Advisor to the Prime Minister and Deputy Secretary to the Cabinet
Deputy Secretary to the Cabinet, Plans and Consultation
Deputy Secretary to the Cabinet, Senior Personnel and Special Projects
Deputy Secretary to the Cabinet, Legislation and House Planning, and Machinery of Government, and Counsel to the Clerk of the Privy Council
Deputy Secretary to the Cabinet, Public Service Renewal
Assistant Deputy Minister, Corporate Services Branch
Director Audit and Evaluation

The Privy Council Office modified its Program Activity Architecture (PAA) to better reflect its role, core mandate and program activities across the organization. The revised PAA was approved by Treasury Board ministers in May 2007 and is being implemented in fiscal year 2008-2009.

New PAA Structure

Strategic Outcome	The Government's agenda and decision making are supported and implemented and the institutions of government are supported and maintained.			
Program Activity	**The Prime Minister and portfolio ministers**	**The Cabinet**	**The Public Service**	**Commissions of inquiry**
	Provide professional, non-partisan policy advice and support to the Prime Minister and portfolio ministers.	Provide policy advice and secretariat support to Cabinet and Cabinet committees.	Provide overall leadership and direction to the Public Service in support of the Government's agenda.	Provide commissions of inquiry with administrative and financial support.

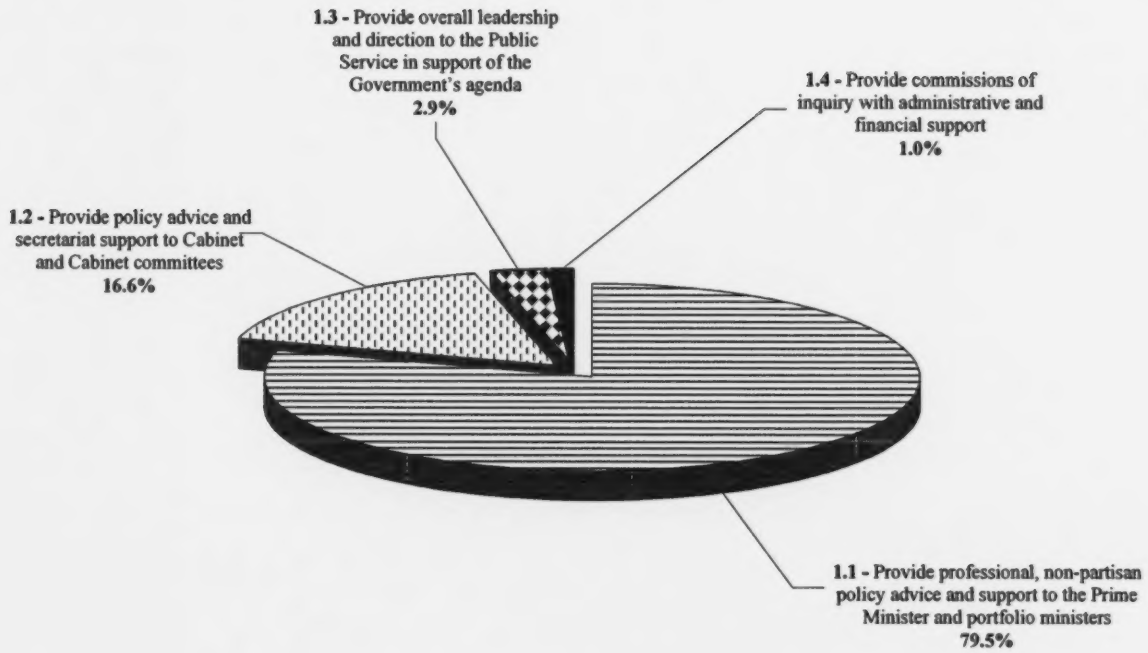
Previous PAA Structure

Strategic Outcome	Towards effective government policies and operations, the Privy Council Office ensures that decision making by the Prime Minister and Cabinet is well supported and the institutions of executive government are well supported and maintained.					
Program Activity	Support for Cabinet decision making and legislative agenda	Advice to the Prime Minister and ministers on issues, policies, machinery and appointments	Provide Cabinet with sound advice on the development, coordination and implementation of the policy agenda	As its head, the Clerk leads the Public Service in effectively supporting Cabinet and serving Canadians	Provide the Prime Minister's Office and the offices of the portfolio ministers with financial and administrative support	Provide commissions of inquiry with appropriate administrative support

Program Activity Architecture Crosswalk

2008–2009					
(thousands of dollars)	New Program Activity Architecture				
Old Program Activity Architecture	**1.1-** Provide professional, non-partisan policy advice and support to the Prime Minister and portfolio ministers	**1.2-** Provide policy advice and secretariat support to Cabinet and Cabinet committees	**1.3-** Provide overall leadership and direction to the Public Service in support of the Government's agenda	**1.4-** Provide commissions of inquiry with administrative and financial support	**Total**
1- Support for Cabinet decision making and legislative agenda	3,689	1,688	-	-	**5,377**
2- Advice to the Prime Minister and ministers on issues, policies, machinery and appointments	45,311	12,838	270	-	**58,419**
3- Provide Cabinet with sound advice on the development, coordination and implementation of the policy agenda	18,640	5,620	-	-	**24,260**
4- As its head, the Clerk leads the Public Service in effectively supporting Cabinet and serving Canadians	3,919	617	3,303	-	**7,839**
5- Provide the Prime Minister's Office and the offices of the portfolio minister's with financial and administrative support	27,914	-	-	-	**27,914**
6- Provide commissions of inquiry with appropriate administrative support	-	-	-	1,316	**1,316**
Total	**99,473**	**20,763**	**3,573**	**1,316**	**125,125**
Total (%)	79.5%	16.6%	2.9%	1.0%	100.0%

Planned Spending Proportion per Program Activity for 2008-2009


1.3 - Provide overall leadership and direction to the Public Service in support of the Government's agenda
2.9%
1.4 - Provide commissions of inquiry with administrative and financial support
1.0%
1.2 - Provide policy advice and secretariat support to Cabinet and Cabinet committees
16.6%
1.1 - Provide professional, non-partisan policy advice and support to the Prime Minister and portfolio ministers
79.5%

Voted and Statutory Items Displayed in the Main Estimates

(thousands of dollars)

Vote or Statutory Item	Truncated Vote or Statutory Wording	**2008–09 Main Estimates**	2007–08 Main Estimates
1	Program expenditures	**110,568**	114,162
(S)	Prime Minister's salary and motor car allowance	**157**	153
(S)	President of the Queen's Privy Council for Canada, Minister of Intergovernmental Affairs and Minister of Western Economic Diversification - salary and motor car allowance	**76**	75
(S)	Leader of the Government in the Senate - salary and motor car allowance	**76**	75
(S)	Contributions to employee benefit plans	**12,348**	12,839
	Total Department	**123,225**	127,304

Departmental Planned Spending and Full-time Equivalents

(thousands of dollars)	Forecast Spending 2007–08	**Planned Spending 2008–09**	Planned Spending 2009–10	Planned Spending 2010–11
Provide professional, non-partisan policy advice and support to the Prime Minister and portfolio ministers	97,239	**97,573**	97,573	97,573
Provide policy advice and secretariat support to Cabinet and Cabinet committees	20,778	**20,763**	20,763	20,763
Provide overall leadership and direction to the Public Service in support of the Government's agenda	3,579	**3,573**	3,573	3,573
Provide commissions of inquiry with administrative and financial support[1]	5,708	**1,316**	-	-
Total Main Estimates	127,304	**123,225**	121,909	121,909
Adjustments				
Supplementary Estimates A				
Funding for the establishment and operation of the Internal Inquiry into the Actions of Canadian Officials in Relation to Abdullah Almalki, Ahmad Abou-Elmaati and Muayyed Nureddin	7,342			
Funding for continuing the activities of the Commission of Inquiry into the Investigation of the Bombing of Air India Flight 182	6,258			
Funding for continuing the activities of the Commission of Inquiry into the Actions of Canadian Officials in Relation to Maher Arar	374			
Incremental costs associated with the Commission of Inquiry into the Actions of Canadian Officials in Relation to Abdullah Almalki, Ahmad Abou-Elmaati and Muayyed Nureddin	161			
Funding for activities to implement the Public Service Modernization Act	135			
Transfer to the Canada Public Service Agency for the National Managers' Community	(7)			
Supplementary Estimates B				
Funding for the office of the Coordinator for the 2010 Olympics and G8 Security	810	**1,594**	1,744	878
Funding for the office of the Independent Advisor for the review of allegations respecting the financial dealings between Mr. Karlheinz Schreiber and the Right Honourable Brian Mulroney, in order to make recommendations for an appropriate mandate for a public inquiry	800			
Other				
Leader of the Government in the House of Commons - salary and motor car allowance		**76**	76	76
Treasury Board Vote 10[2]	126			
Treasury Board Vote 15[3]	1,256			
Treasury Board Vote for Operating budget Carry Forward	5,840			
Employee Benefit Plan	718	**230**	230	115
Total Adjustments	*23,813*	***1,900***	*2,050*	*1,069*
Total Planned Spending	151,117	**125,125**	123,959	122,978
Less: Non-respendable revenue	791	**791**	791	791
Plus: Cost of services received without charge	16,928	**17,882**	17,805	17,829
Total Departmental Spending	167,254	**142,216**	140,973	140,016
Full-time Equivalents	938	**944**	940	940

Spending trend

The variation in PCO's Planned Spending is largely due to commissions of inquiry. The number of commissions of inquiry PCO supports varies from one year to another.

1. See "Departmental Planned Spending and Full-time Equivalents – Details for the Program Activity: Provide commissions of inquiry with administrative and financial support."
2. Vote 10: Government-wide Initiatives, supplements other appropriations in support of the implementation of strategic management initiatives in the Public Service of Canada. Amounts were given for policy on internal audit.
3. Vote 15: Supplements other appropriations to provide funding for the increased personnel costs of collective agreements between the Treasury Board and collective bargaining units representing public servants.

Departmental Planned Spending and Full-time Equivalents – Details for the Program Activity: Provide Commissions of Inquiry with Administrative and Financial Support

(thousands of dollars)	Forecast Spending 2007–2008	**Planned Spending 2008–2009**	Planned Spending 2009–2010	Planned Spending 2010–2011
Funding for continuing the activities of the Commission of Inquiry into the Investigation of the Bombing of Air India Flight 182				
Main Estimates	5,708	**1,316**	-	-
Adjustments	6,258	-	-	-
Planned Spending	11,966	**1,316**	-	-
Funding for the establishment and operation of the Internal Inquiry into the Actions of Canadian Officials in relation to Abdullah Almalki, Ahmad Abou-Elmaati and Muayyed Nureddin				
Main Estimates	-	-	-	-
Adjustments	7,342	-	-	-
Planned Spending	7,342	-	-	-
Funding for continuing the activities of the Commission of Inquiry into the Actions of Canadian Officials in Relation to Maher Arar				
Main Estimates	-	-	-	-
Adjustments	374	-	-	-
Planned Spending	374	-	-	-
Total Commissions of Inquiry				
Main Estimates	5,708	**1,316**	-	-
Adjustments	13,974	-	-	-
Planned Spending	19,682	**1,316**	-	-
Full-time Equivalents	24	**4**	0	0

Summary Information

Financial Resources (thousands of dollars)

	2008–09	2009–10	2010–11
Main Estimates	123,225	121,909	121,909
Planned Spending	125,125	123,959	122,978

Human Resources (full-time equivalents)

	2008–09	2009–10	2010–11
Main Estimates	934	930	930
Planned	944	940	940

Departmental Priorities

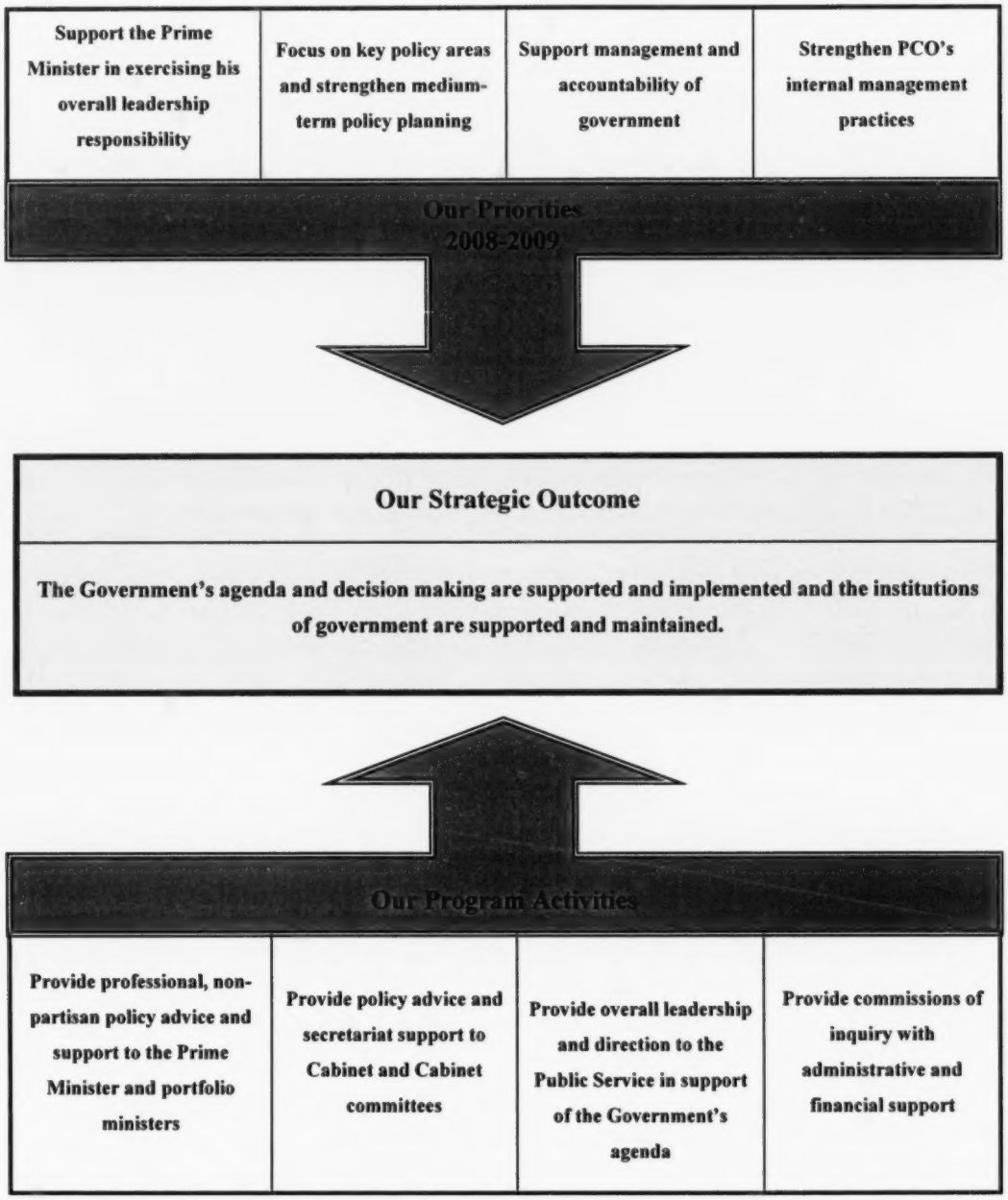
Name	**Type** (new, ongoing, or previous commitment)
1. Support the Prime Minister in exercising his overall leadership responsibility	Ongoing
2. Focus on key policy areas and strengthen medium-term policy planning	Ongoing
3. Support management and accountability of government	Ongoing
4. Strengthen PCO's internal management practices	Ongoing

Program Activities by Strategic Outcome

(thousands dollars)	Expected Results	Planned Spending			Contributes to the following priority
		2008–09	2009–10	2010–11	
Strategic Outcome:	The Government's agenda and decision making are supported and implemented and the institutions of government are supported and maintained				Priorities 1, 2, 3 and 4[4]
Provide professional, non-partisan policy advice and support to the Prime Minister and portfolio ministers	The Prime Minister and portfolio ministers are able to carry out their respective responsibilities	**99,473**	99,623	98,642	1, 2, 3
Provide policy advice and secretariat support to Cabinet and Cabinet committees	Functioning and integrity of Cabinet decision making are maintained	**20,763**	20,763	20,763	1, 2
Provide overall leadership and direction to the Public Service in support of the Government's agenda	The Public Service has the talent, capacity and management frameworks to provide advice on and implement the Government's agenda	**3,573**	3,573	3,573	3
Provide commissions of inquiry with administrative and financial support	Commissions of inquiry receive required resources as well as advice and guidance on financial and administrative matters	**1,316**	-	-	4
Total		**125,125**	**123,959**	**122,978**	

4. The priorities for PCO are as follows:
   1. Support the Prime Minister in exercising his overall leadership responsibility
   2. Focus on key policy areas and strengthen medium-term policy planning
   3. Support management and accountability of government
   4. Strengthen PCO's internal management practices

Plans and Priorities


Support the Prime Minister in exercising his overall leadership responsibility
Focus on key policy areas and strengthen medium-term policy planning
Support management and accountability of government
Strengthen PCO's internal management practices
Our Priorities 2008-2009
Our Strategic Outcome
The Government's agenda and decision making are supported and implemented and the institutions of government are supported and maintained.
Our Program Activities
Provide professional, non-partisan policy advice and support to the Prime Minister and portfolio ministers
Provide policy advice and secretariat support to Cabinet and Cabinet committees
Provide overall leadership and direction to the Public Service in support of the Government's agenda
Provide commissions of inquiry with administrative and financial support

The Privy Council Office reports directly to the Prime Minister; therefore, the Government's priorities set the priorities of PCO:

- Support the Prime Minister in exercising his overall leadership responsibility
- Focus on key policy areas and strengthen medium-term policy planning
- Support management and accountability of government
- Strengthen PCO's internal management practices

Operating Environment

PCO's priorities depend in large part on the Government's agenda and are subject to a variety of internal and external influences. The most significant ones are outlined below.

Public expectations for increased government accountability

Canadians expect their government to provide more, better and faster services without increasing their taxes. At the same time, they expect their government to make sound decisions, to be transparent and to account for the use of resources.

The *Federal Accountability Act* is a key response to Canadians' demand for accountability. Since its adoption, there has been an unprecedented focus on improving management performance. The Government has put an emphasis on effective expenditure management in order to meet public demand for value for money and demonstrable results. This includes a focus on restraining growth in government spending and on results-based management. PCO, as a central agency and as the Prime Minister's department, has a special duty to lead by example by demonstrating an efficient and effective use of public resources, with excellence being the benchmark. However, it is critical to ensure that the initiatives put in place to strengthen accountability are balanced with the need to provide an environment that encourages creativity in policy development and citizen-centred service delivery.

Complexity of issues

Although the priorities of the Government are clear and focused, the business of government in a modern society is inevitably complex. Increased interdependence among governments and a convergence of sectors are changing relationships and policy design. Decision makers are faced with challenges and opportunities that are influenced by varying pressures, international circumstances, budget limits and changing expectations. In addition, the Government faces a minority situation in both the House of Commons and the Senate. To deal with this level of complexity, PCO must support integration within the federal government community, and encourage teamwork within and across departments and agencies. As well, strong and effective networks involving the federal government, other orders of government, and stakeholders are key success factors. PCO must also ensure that it is able to support the Prime Minister in exercising his overall leadership responsibility with a high level of policy expertise and analytical capability.

In addition, PCO must provide sound advice and support to ministers in the Prime Minister's portfolio.

Accelerating technological shifts

As Canada is moving toward the front ranks of the world's most innovative countries, new forms of delivering services and information are quickly becoming an integral part of the federal government's commitment to provide the best service possible to Canadians in their medium of choice. The development of information technology also raises questions about security, confidentiality and privacy as well as accessibility. The computerization of work, as well as information and communications technologies, has implications for human resources management in terms of the skill sets, knowledge and training required by workers. These changes will require a PCO that is flexible, agile, innovative and focused on excellence. These adjustments to an ever-evolving world will allow PCO to fully support the Prime Minister in exercising his overall leadership responsibility and contribute to strengthening departmental internal management practices.

Demographic changes and the labour market

The face of Canada is being reshaped by significant societal and demographic changes. The Canadian population is aging. According to 2006 Census data, the median age has been rising steadily since 1966, reaching 39.5 years in 2006, and could exceed 44 years by 2031. The number of people aged 55 to 64 has never been so high, at nearly 3.7 million in 2006. This group makes up 16.9% of the working-age population compared with 14.1% in 2001 and could represent more than 20% of the working-age population in 2016. According to population projections, in approximately 10 years Canada may face workforce shortages creating the necessity to adopt transfer of knowledge, employee retention and learning strategies.

In addition, immigrants who landed in Canada during the 1990s and who were in the labour force in 2001 represented almost 70% of the net growth of the Canadian labour force over the decade. The Canadian population comprises individuals of more than 200 different ethnic origins. The top four source countries in 2003 were China, India, the Philippines and Pakistan. As a result, members of visible minorities account for more than 13% of the total Canadian population.

To fulfill its role of providing sound policy advice and support to the Prime Minister and the Cabinet, PCO relies extensively on its ability to attract, recruit and retain high-calibre policy analysts and advisors with specific subject-matter expertise who possess the experience, knowledge, analytical capability, and, above all, the dedication to provide exceptional quality. The Public Service of Canada as a whole must take concrete steps to attract and retain staff who reflect the diversity of the Canadian population. To meet these combined challenges, PCO has developed a strategic human resources plan with the goal of ensuring organizational sustainability. The plan addresses such areas as recruitment,

the development of leadership capabilities in current and future leaders, diversity, succession planning, and knowledge transfer of critical corporate information.

The implementation of the following priorities and plans will take into consideration the operating environment described above.

Priority 1: Support the Prime Minister in exercising his overall leadership responsibility

PCO will continue to support the Prime Minister in one of his key leadership roles: to create and sustain the unity of the Ministry, which is essential in order to maintain the confidence of Parliament.

Plans:

PCO will provide advice on:

- the broad organization and machinery of government, including ministerial mandates and responsibilities, and the structure and functioning of government organizations;
- the organization, membership and mandate of Cabinet and its committees;
- the establishment of rules for the Cabinet decision-making process;
- the management, dissolution and convocation of Parliament; and
- the appointment of principal public office holders and their mandates.

PCO will fulfill the Cabinet secretariat role by:

- supporting strong and integrated management across all government institutions through exercising a challenge and coordination function in respect of policy and legislative proposals being brought forward by departments;
- carrying out a coordination and challenge function to provide Cabinet and its committees with the support required to prepare for and conduct meetings for the consideration of policy and legislative proposals;
- carrying out the overall management of the Government's legislative agenda in Parliament and the development of new legislative proposals; and
- continuing to support Cabinet's collective decision-making process by safeguarding Cabinet confidences from unauthorized disclosure or from being compromised, as the guardian of the Cabinet decision-making process and Cabinet confidences.

Priority 2: Focus on key policy and legislative areas and strengthen medium-term policy planning

PCO will provide advice and support the development and implementation of the Government's focused policy and legislative agenda in the fields of international policy, democratic institutions, the economy, crime and security, and the environment as set out in the Speech from the Throne and the agenda identified by the Prime Minister. It will also identify emerging issues to inform Cabinet's deliberations and, through long-term strategic thinking, provide advice for the Government's forward-looking agenda.

PCO will support the Prime Minister, the Leader of the Government in the House of Commons and Minister for Democratic Reform, the Leader of the Government in the Senate and Secretary of State (Seniors), the Minister of Intergovernmental Affairs and the Cabinet decision-making system to ensure the effective implementation in Parliament of the Government's focused set of priorities as outlined in the Speech from the Throne. This will include advice and operational support for the introduction and progression of legislative initiatives, with a particular emphasis on priority bills.

Plans:

International

PCO will contribute to the development and implementation of the Government of Canada's efforts to:

- Strengthen Canada's sovereignty and place in the world through the development of an integrated northern strategy to ensure the sovereignty of Canada's Arctic, the modernization of Canada's military, continued cooperation with the United States in defence of North America, and the fulfillment of our responsibilities to the United Nations and allies; and

- Build on Canada's accomplishments in Afghanistan and respond to the recommendations of the Independent Panel on Canada's Future Role in Afghanistan by creating a Cabinet Committee on Afghanistan and an Afghanistan Task Force Secretariat, which will be located in the Privy Council Office.

Democratic Institutions

PCO will support the Government's efforts to strengthen the federation and democratic institutions and processes through drafting legislation to place formal limits on the use of the federal spending power for new shared-cost programs in areas of exclusive provincial jurisdiction as well as the development of specific initiatives to make Canada's institutions and processes more democratic and more accountable.

PCO will also

- Support the completion of a strategy for the next phase of the Government's Action Plan for Official Languages;

- Support the Government in achieving progress on key Aboriginal issues such as the resolution of land claims, governance and self-government, and fostering reconciliation, while continuing to support government work on initiatives in the areas of economic development and education; and

- Coordinate across the federal government the celebration of the 400th anniversary of the founding of Quebec, which also corresponds to the founding of the Canadian State.

Economic Leadership

PCO will support the Government of Canada's efforts to provide effective economic leadership of the forward-looking economic agenda in the following areas:

- The implementation of a long-term plan of broad-based tax reform;
- The implementation of the Building Canada Plan and the Growing Forward agricultural framework;
- Helping to provide a single window for the approval of major projects in the mining and resource sectors;
- Standing up for Canada's traditional industries; and
- Assisting families and those seeking to break free from poverty and homelessness.

Crime and Security

PCO will support the Government's efforts to advance the comprehensive Tackling Violent Crime Bill (C-2), to implement the Safer Communities Strategy, and to move forward the commitment to recruit 2,500 more police officers.

PCO will work with Public Safety Canada to develop and implement a statement on national security that addresses Canadians directly on the challenge of protecting our free and open society. PCO will support the introduction of legislation to ensure that the Government has the tools it needs to protect Canada, Canadians and their rights and freedoms from global and domestic threats.

Environment

PCO will provide advice on and support the development and implementation of the following Government of Canada's priority initiatives aimed at improving the environment:

- Address the growing challenge of climate change through tough action on greenhouse gas emissions;
- Implement measures to clean up our major lakes and oceans;
- Bolster environmental protection through the development of tougher environmental enforcement; and
- Support the Government of Canada's efforts to enhance the safety of consumer products and food.

Priority 3: Support management and accountability of government

PCO will continue to play a central role in assisting the Prime Minister and Cabinet in enhancing the overall management, transparency and accountability of government while ensuring that the objectives of improved efficiency and efficacy are met.

It will continue to support the Government in meeting its commitment to implement the *Federal Accountability Act* and Action Plan and other key measures aimed at ensuring integrity, accountability, responsibility and excellence in public administration. It will also assist the Government in increasing the effectiveness and accountability of Canada's democratic institutions and practices. PCO will continue to support the renewal of the Public Service to ensure strong leadership capacity at all levels, now and in the future.

Plans:

PCO will support the implementation of the Government's integrity, management, accountability and democratic reform initiatives contained in the *Federal Accountability Act* and the associated Action Plan.

PCO will ensure strategic management of the Governor-in-Council population through open, competency-based selection and appointment processes, enhanced leadership development and talent management programs, and fair and appropriate compensation policies and practices.

PCO will support the renewal of the Public Service of Canada, grounding initiatives in the business of government, to ensure that the Public Service reflects non-partisanship, excellence and leadership at all levels. The 2008-2009 priorities will focus on the key pillars of renewal:

- Integrate human resource and business planning in order to understand future requirements;
- Target recruitment to renew and sustain capacity at all levels;
- Invest in people and leadership through training and development; and
- Improve the human resource infrastructure through processes that support efficient, connected and user-friendly planning, recruitment and development.

Priority 4: Strengthen PCO's internal management practices

Achieving excellence in management requires ongoing strengthening of PCO's internal management practices, consistent with the standards of management outlined in the Management Accountability Framework (MAF).

***Plans*:**

PCO is designing and putting in place a risk-based Integrated Business Planning Process that will be refined over the coming years. PCO will also continue to implement priorities and strategies in its Strategic HR Plan and report to employees on the progress achieved.

PCO is continuing its efforts to implement the Performance Measurement Framework within the context of the Management, Resources, and Results Structure Policy. The framework will enhance PCO's ability to report credible and factual information on financial and non-financial performance.

PCO is continuing its efforts to implement the new internal audit policy and is developing a long-term approach for monitoring compliance and enhancing PCO's system of internal controls.

PCO is continuing to modernize its emergency management and business continuity program. In this regard, PCO will be reviewing and, if necessary, refreshing all internal plans and operating procedures with respect to emergency response and business continuity planning. PCO will also be working in collaboration with Public Safety Canada and other institutions on coordinated government-wide emergency response and business continuity plans.

Section II – Analysis of Program Activities by Strategic Outcome

Strategic Outcome

The Privy Council Office has one Strategic Outcome:

The Government's agenda and decision making are supported and implemented and the institutions of government are supported and maintained.

Program Activity One:

Provide professional, non-partisan policy advice and support to the Prime Minister and portfolio ministers

Financial Resources (thousands of dollars)

	2008–09	2009–10	2010–11
Main Estimates	97,573	97,573	97,573
Planned Spending	99,473	99,623	98,642

Human Resources (full-time equivalents)

	2008–09	2009–10	2010–11
Main Estimates	734	734	734
Planned	744	744	744

Performance measurement

The Privy Council Office developed a Performance Measurement Framework for monitoring and measuring performance against the expected results for each Program Activity. We are presenting some performance indicators that will be reported on in our 2008-2009 Departmental Performance Report.

Activity	Description	Expected Result	Priorities Supported	Performance Indicators
Provide professional, non-partisan policy advice and support to the Prime Minister and portfolio ministers	To support the Prime Minister in carrying out his unique responsibilities as Head of Government, the Privy Council Office provides advice to the Prime Minister and portfolio ministers on policies; legislation and parliamentary issues facing the Government; appointments; and machinery of government issues. PCO also provides the Prime Minister's Office and the offices of portfolio ministers with financial and administrative support.	The Prime Minister and portfolio ministers are able to carry out their respective responsibilities.	Support the Prime Minister in exercising his overall leadership responsibility Focus on key policy areas and strengthen medium-term policy planning Support management and accountability of government	The Prime Minister and portfolio ministers are provided with value-added[5] information to make decisions Advice is provided in a timely manner PCO advice enables the Government to achieve its legislative and policy agenda The Prime Minister is supported for official visits The PMO and offices of portfolio ministers receive the necessary services and resources in a timely manner

Specific activities are highlighted in the following paragraphs.

The Privy Council Office, in consultation with other departments and agencies, provides advice to the Prime Minister on the full range of issues and policies (social, economic, environment, foreign and defence, security and intelligence, machinery of government), maintains inventories of senior personnel and monitors senior personnel performance.

PCO coordinates advice across relevant government departments and agencies including the Department of Foreign Affairs and International Trade, the Department of National Defence, the Canadian International Development Agency and Public Safety Canada,

5. Value-added means complete, accurate, relevant and timely.

undertakes research, and provides advice on matters related to security and intelligence, Canada-U.S. relations, foreign and defence policy issues, and international assistance.

PCO, in consultation with other departments and agencies, provides advice and support to the Prime Minister, the Le 'er of the Government in the House of Commons and Minister for Democratic Reform, and the Leader of the Government in the Senate and Secretary of State (Seniors), as well as the Cabinet decision-making system, on the development, coordination and implementation of the Government's legislative program and the Government's agenda of democratic reform.

PCO staff advise and support the Minister of Intergovernmental Affairs by providing an integrated view of relations with the provinces and territories across the Government's broad policy agenda. Advice and assistance are provided to develop federal-provincial-territorial strategies, advance broader government-wide priorities, and support the Minister's participation in Cabinet committees and parliamentary activities.

PCO staff, as appropriate, consult with stakeholders, conducts research and prepare advice on intergovernmental relations. They provide a challenge function on policy developments that could have an impact on intergovernmental relations. They also provide liaison and advice on relations with the provinces and territories and the renewal of the federation; support communications and parliamentary affairs on issues and initiatives with important federal-provincial-territorial dimensions.

PCO staff provide the required administrative and financial services to the PMO and the offices of the portfolio ministers.

Program Activity Two:

Provide policy advice and secretariat support to Cabinet and Cabinet committees

Financial Resources (thousands of dollars)

	2008–09	2009–10	2010–11
Main Estimates	20,763	20,763	20,763
Planned Spending	20,763	20,763	20,763

Human Resources (full-time equivalents)

	2008–09	2009–10	2010–11
Main Estimates	159	159	159
Planned	159	159	159

Activity	Description	Expected Result	Priorities Supported	Performance Indicators
Provide policy advice and secretariat support to Cabinet and Cabinet committees	To ensure the smooth functioning of Cabinet decision making, the Privy Council Office provides policy advice and secretariat support to the Cabinet and Cabinet committees. PCO provides secretariat support to Cabinet and Cabinet committees by preparing briefing material and distributing agendas and documents.	Functioning and integrity of Cabinet decision making are maintained.	Support the Prime Minister in exercising his overall leadership responsibility Focus on key policy areas and strengthen medium-term policy planning	The Cabinet has received value-added information for decision making. Cabinet documents are distributed in a timely manner to ministers Deputy ministers are regularly informed of Government agenda and activities. Departments are able to prepare Memoranda to Cabinet and ministerial presentations that propose action to implement the Government's agenda.

The Privy Council Office facilitates integration across the federal community in support of the implementation of the Government's agenda by departments and agencies. PCO engages in consultation, provides a challenge function and researches issues.

It helps coordinate the operation of Cabinet and Cabinet committees, including agenda-setting, meeting management and secretarial support, and provides expert advice to the Cabinet and the chairs of Cabinet committees on the full range of issues and policies.

In order to facilitate integration across the federal community and support the Cabinet decision-making process, PCO staff coordinate the management of deputy minister-level meetings and provide expert advice to the Clerk of the Privy Council on a range of policy issues, in consultation with stakeholders.

Program Activity Three:

Provide overall leadership and direction to the Public Service in support of the Government's agenda

Financial Resources (thousands of dollars)

	2008–09	2009–10	2010–11
Main Estimates	3,573	3,573	3,573
Planned Spending	3,573	3,573	3,573

Human Resources (full-time equivalents)

	2008–09	2009–10	2010–11
Main Estimates	37	37	37
Planned	37	37	37

Activity	Description	Expected Result	Priorities Supported	Performance Indicators
Provide overall leadership and direction to the Public Service in support of the Government's agenda	To foster a high-performing and accountable Public Service that has the talent, capacity and management frameworks to provide advice on and implement the Government's agenda, PCO sets the strategic direction for the Public Service. It also plays a key role in the succession planning, selection, performance management and development of senior leaders in the Public Service.	The Public Service has the talent, capacity and management frameworks to provide advice on and implement the Government's agenda.	Support management and accountability of government	The Public Service is engaged in renewal activities. The Public Service Renewal initiative is provided with advice and support. The Committee of Senior Officials is provided with the support needed.

PCO provides leadership for public service renewal through research, analysis and planning. Staff work closely with other departments and agencies to undertake or arrange for the research and thinking needed to ensure that the Public Service can serve the government and Canadians with excellence over the next few decades.
PCO also works with other central agencies in the advancement of the Government's public service management agenda to ensure the development and implementation of human resource management policies and programs that support excellence in management and service delivery.

Another key role is to develop and deliver human resource management policies and services for the effective recruitment, selection, retention and management of Governor-in-Council appointees, including deputy ministers, chief executive officers of Crown corporations and heads of agencies.

In addition, PCO staff provide the support for the Deputy Minister Committee of Senior Officials (COSO) that is needed for members to understand and manage the challenges facing the leadership cadre of the Public Service and to develop a culture of high performance to ensure institutions have the capacity, now and in the future, to support and deliver on the Government's agenda. Staff also provide expert advice to the Associate Secretary to the Cabinet and the Clerk of the Privy Council on issues related to the committee's work.

Program Activity Four:

Provide commissions of inquiry with financial and administrative support

Financial Resources (thousands of dollars)

	2008–09	2009–10	2010–11
Main Estimates	1,316	-	-
Planned Spending	1,316	-	-

Human Resources (full-time equivalents)

	2008–09	2009–10	2010–11
Main Estimates	4	-	-
Planned	4	-	-

Activity	Description	Expected Result	Priorities Supported	Performance Indicators
Provide commissions of inquiry with financial and administrative support	The Privy Council Office provides financial and administrative advice, guidance and support to commissions of inquiry from initial start-up to conclusion.	Commissions of inquiry receive required resources as well as advice and guidance on financial and administrative matters.	Strenghten PCO's internal management practices	The commissions of inquiry have received appropriate resources in a timely manner.

Commissions of inquiry receive administrative and financial support from the Privy Council Office. When such an entity is created, PCO is responsible for initiating arrangements for accommodation, furnishings and equipment to ensure that the work of the commission, task force or inquiry proceeds efficiently. PCO also ensures that administrative advice and support are provided to each commission on an ongoing basis for hiring staff, acquisition services, contracting, financial services, access to funding, records management, payroll support, posting of transcripts on the Internet, translation, security and systems support.

Section III – Supplementary Information

Table 1: Departmental Links to the Government of Canada Outcomes

Strategic Outcome:	The Government's agenda and decision making are supported and implemented and the institutions of government are supported and maintained				
(thousands of dollars)	**Expected Results**	**Planned Spending**			**Alignment to Government of Canada Outcome Area**
		2008–09	**2009–10**	**2010–11**	
Provide professional, non-partisan policy advice and support to the Prime Minister and portfolio ministers	The Prime Minister and portfolio ministers are able to carry out their respective responsibilities	**99,473**	99,623	98,642	Outcome number four: "Government Affairs"
Provide advice and secretariat support to Cabinet and Cabinet committees	Functioning and integrity of Cabinet decision making are maintained	**20,763**	20,763	20,763	
Provide overall leadership and direction to the Public Service in support of the Government's agenda	The Public Service has the talent, capacity and management frameworks to provide advice on and implement the Government's agenda	**3,573**	3,573	3,573	
Provide commissions of inquiry with administrative and financial support	Commissions of inquiry receive required resources as well as advice and guidance on financial and administrative matters	**1,316**	-	-	
Total		**125,125**	**123,959**	**122,978**	

All PCO's program activities support the Government of Canada outcome number four: "Government Affairs." PCO plays an important, supportive role to ensure a whole-of-government approach and integrated response to issues that affect Canadians. It works across portfolio boundaries and helps other government departments and agencies meet their responsibilities, deliver on their core mandates and, ultimately, serve Canadians better.

List of Tables available online

The following tables can be found on the Secretariat's website at http://www.tbs-sct.gc.ca/est-pre/20082009/p3a_e.asp.

2. Evaluations
3. Internal Audits
4. Services received without charges
5. Source of non respendable Revenue